

3 November 1988

MEMORANDUM FOR: Deputy Director for Administration

25X1 FROM: [REDACTED]
Director of Training and Education

SUBJECT: Weekly Report

25X1 * 1. On 25 - 27 October, Mr. George Tenet, Staff Director, Senate
25X1 Select Committee on Intelligence, accompanied by [REDACTED]
25X1 Office of Congressional Affairs, visited the Office of Training and
25X1 Education's (OTE) [REDACTED] While [REDACTED] Mr. Tenet
25X1 received in-depth briefings on the center [REDACTED] In
25X1 return, on Wednesday evening, 26 October, Mr. Tenet briefed OTE managers
on Congressional oversight. [REDACTED]

25X1 2. OTE presented a special program on Soviet Science and Technology
25X1 to 63 students from NPIC [REDACTED] from 26 - 28 October. Speakers
included the NIO and Assistant NIO for Science and Technology and the
25X1 Deputy Director of the Office of Science and Technology Policy, Executive
Office of the President. [REDACTED]

25X1 3. OTE hosted Professor Richard Pipes of Harvard University who
25X1 lectured on "Gorbachev and Perestroika: An Historian's Perspective" on
31 October to a packed classroom of about 100 students. [REDACTED]

25X1 6. On 26 October, [REDACTED] Special Assistant to the
25X1 Director of National Security Agency, and [REDACTED] their Chief of
25X1 Research, visited OTE's Language Training Division to see a demonstration
25X1 of the Computer-Adaptive Reading Proficiency Test [REDACTED]
25X1 [REDACTED] impressed with the system, asked how it could be shared with a
25X1 wider community within the Government. [REDACTED]

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1 November 1988

MEMORANDUM FOR: Director of Training and Education

FROM: [redacted]

Chief, Intelligence Training Division

SUBJECT: IT Weekly Report [redacted]

25X1 *OIE presented a*
 1. A special program on Soviet Science and Technology was offered from 26-28 October. Speakers included the NIO and Assistant NIO for Science and Technology and the Deputy Director of the Office of Science and Technology Policy, Executive Office of the President. ~~Sixty-three students from NPIC attended, and their evaluations were very positive.~~ [redacted]

25X1 2. Professor Philip Stewart of Ohio State University addressed the Soviet Foreign Policy Block on "Domestic Influences on Foreign Policy" on 31 October. Professor Stewart focused on the extraordinary changes taking place in the current regime's thinking, and on the substantial differences in approaches to foreign policy as well as elements of continuity. He also noted some of the constraints limiting foreign policy shifts. [redacted]

25X1 *OIE would* 3. Professor Richard Pipes of Harvard University *who* lectured on "Gorbachev and Perestroika: An Historian's Perspective" on 31 October *special classroom of students* under the auspices of the Soviet Realities Institute. Professor Pipes noted that Russia has been held together historically only by a strong central authority, and that many of today's problems can be traced to the legacies of autocracy and peasant life. Non-Russian peoples have demonstrated little allegiance to either Tsar or Communist leader. Yet many of today's dissidents trace the problem to "socialism," not recognizing the deeper roots of the Russian dilemma. Professor Pipes anticipates that either a revolutionary situation or a reactionary backlash is more likely than success for Gorbachev's perestroika efforts. The West should be very cautious, and not pour credits into the Soviet Union that enable the country to continue high levels of defense spending without real reform. The classroom was packed, and the approximately one hundred in attendance engaged Professor Pipes in a lively discussion following his formal remarks. Professor Pipes's remarks were videotaped. [redacted]

25X1 4. Several "firsts" occurred with the Contract Process Course that ran from 12-26 October: the first in the Chamber of Commerce Building; the first directed by [redacted] a new instructor on rotation from the Office of Logistics; and the first in FY89. Though the course was [redacted]

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25X1
SUBJECT: IT Weekly Report [redacted]

successful in developing skills of DS&T personnel involved with contracts, many students expressed concern and dissatisfaction with the course being held at CofC. This running included several new and expanded segments on security and legal issues. [redacted]

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6. The 21-28 October running of the Seminar on Intelligence Successes and Failures featured several recent "case studies" presented by students who had played important roles [redacted]

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Nearly all participants agreed that the class, range of experience (new analysts to branch chiefs) and diversity of accounts added to the value of the discussions. [redacted]

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7. [redacted] of the Analysis Training Branch discussed analysis training for DI Intelligence Assistants at the DI IA Conference [redacted]

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S E C R E T

1 November 1988

MEMORANDUM FOR: Director of Training and Education

25X1 FROM:

[redacted]
Chief, Language Training Division

SUBJECT: Language Training Division Weekly Report

25X1 [redacted]

25X1 2. On ~~Wednesday~~, 26 October 1988, [redacted] Special Assistant
25X1 to the Director of National Security Agency, and [redacted] Chief of
Research, visited LTD to see a demonstration of the Computer-Adaptive Reading
25X1 Proficiency Test [redacted] ~~remarked about the~~
~~excellence of the effort and expressed interest in~~ how it could be shared with
a wider community within the Government. *ack*

25X1 4. There were 23 reading proficiency tests and 25 oral proficiency tests
during the past week.

25X1 [redacted]

S E C R E T

1 November 1988

MEMORANDUM FOR: Director of Training and Education

25X1 FROM: [REDACTED]

Chief, Leadership Development Division
Office of Training and Education

25X1 SUBJECT: LDD Weekly Report [REDACTED]

25X1 MTB Activities

The informal LDD "technology working group" chaired by [REDACTED] is establishing a bi-weekly newsletter called Technology Working Group Update. This will inform LDD about technology news [REDACTED]

[REDACTED] hosted Randy White from the Center for Creative Leadership on October 24 and 25 in a series of discussions about revisions to the LGI program and leadership development generally. White is a leading authority on the role of training in leadership development, and the sessions produced several potentially useful ideas. White was particularly helpful in surfacing ways to tailor the LGI simulation more specifically to Agency needs. [REDACTED]

On 26 October, [REDACTED] conducted a Performance Appraisal Workshop for the Office of Logistics. This one-day workshop has been integrated into the new OL course, "Supervising in OL," which is being run for all new OL supervisors. The workshop was well received with the 28 students giving it an overall 4.7. LDD will be conducting two more PAR workshops in Nov. and Dec. in conjunction with the new OL course. [REDACTED] will also be working with several OP careerists from the Office of Logistics to prepare them to conduct the workshop on a once a month basis [REDACTED]

An excellent running of Managing in CIA was conducted 26-28 October for 25 GS-10 and below students. The course was well received with the students rating it 4.9 for both value and clarity. Several of the students comments indicated that this was their best experience with an OTE course. [REDACTED] chaired the run. The other instructors were [REDACTED] of OIT was the visiting manager-in-residence [REDACTED]

25X1 [REDACTED]
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25X1 SUBJECT: LDD Weekly Report [REDACTED]

25X1 EDS Activities

On 26 October [REDACTED] of EDS helped out the CT Training Division by conducting an hour-long discussion of ethics in the intelligence profession. The audience consisted of some two dozen members of an Introduction to CIA course, and issues ranged from routine accounting procedures [REDACTED]

EDS has received 24 nominations for the December Levinson Leadership Seminar. All the Directorates and the DCI used their authorized positions. The DO, which has six slots, requested a seventh but we were unable to accommodate since the maximum participation is 24. [REDACTED]


25X1 Working With People Program

On 31 Oct 88, [REDACTED] from LDD, and Bill [REDACTED] from ITD met with Paul Tilley of the Cooper Management Institute to discuss negotiations training for Agency personnel. Bill is interested in spinning off a Contract Negotiation course from the Contract Process Course conducted by ITD. Paul Tilley, who has considerable contract negotiation experience with General Electric, teaches the "Negotiate to Win" course as part of the "Working With People" program. Initially it was thought that a single course could be designed that would satisfy the general audience found in the "Working With People" program, and the specific needs of Agency Contract Officers, COTR's, and project managers. However, after discussing the target audiences and content areas, it was decided that a specific Contract Negotiation Course was needed. [REDACTED]

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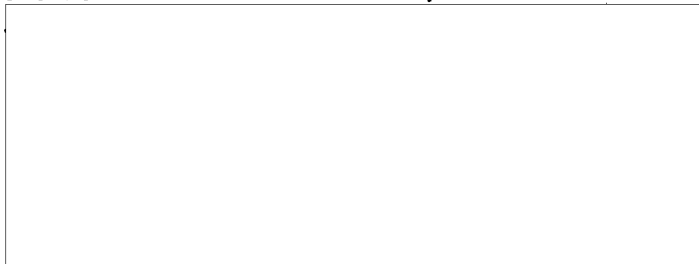
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SUBJECT: LDD Weekly Report 

Leadership Styles and Behavior concluded on 28 October 88. The 28 students rated the course an overall 4.5 on a 5 point scale. They commented:

- o "Course was extremely well done by the three instructors. I was very impressed! Thank You!
- o Excellent course. Lots of good, valuable information applicable to everyday experiences.
- o Lots' of hard work, good people and a positive learning experience.
- o A super course. I tried to get this course for almost 3 years. I wish I could have taken it sooner.

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1 November 1988

MEMORANDUM FOR: Director of Training and Education

FROM: [REDACTED]

Chief, Training Support Division

SUBJECT: Weekly Report

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1. On 31 October, [REDACTED] Coordinator for the UVA Off-Campus Program, met with [REDACTED] DC/CCS/OSB, [REDACTED] OL, and [REDACTED]

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2. On Monday, three members of the NPIC Training Staff were tutored by [REDACTED] on the use of the on-line OTE Catalog and Schedule of Courses, the electronic Form 73, and the TEAMS screens available to Training Officers. C/ITB/TSD met with one of the staff in a separate session. While NPIC is interested in participating in OTE's automated efforts, it has concerns about the availability of terminals and the priority of use of the terminals [REDACTED] We will continue to work together to integrate NPIC into the use of TEAMS.

3. [REDACTED] the former OIT Project Manager for TEAMS, arrived in TSD on a rotational assignment on Monday.

4. Internal Training Branch processed 652 Requests for Internal Training this week, and "instant" confirmation notices were sent to over 500 students. In the month of October, OTE ran 57 courses/75 runnings. Fifty-eight courses/85 runnings are scheduled for November.

5. TSD ran preliminary fiscal year statistics from TEAMS this week. We are in the process of validating numbers with the instructional divisions. An OTE-wide effort took place to input all fiscal year completed training.

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1 November 1988

MEMORANDUM FOR: Director of Training and Education

FROM: [REDACTED]

Chief, Secretarial, Administrative, and
Communications Training Division

SUBJECT: Weekly Report

1. On 25 October [REDACTED] interviewed Mr. James Merriam Howard, Jr. and discussed his writing skills seminars which he has offered to the Department of Justice's Legal Education Institute. Mr. Howard has also served as a writing skills consultant to the Internal Revenue Service, the Equal Employment Opportunity Commission, and the Department of Health and Human Services. He holds degrees from Yale and Harvard and the honorary degree of Doctor of Letters from Lafayette College. Mr. Howard was recommended to us by [REDACTED] a retired Agency officer.

2. [REDACTED] attended the EDUCOM '88 Conference in Washington, DC on 26 - 28 October. The conference brought together about 2,500 academics and business people to discuss the latest computer hardware and software for education. Examples of innovative computer-associated curricula from a variety of fields were discussed.

3. The 31 October running of the Agency Orientation and Office Procedures (AOOP) course was cancelled due to low enrollment. When a student on TDY [REDACTED] appeared for the course, [REDACTED] was able to rearrange her own schedule in order to provide a one-on-one version of the course tailored specifically to this student's needs. Fortunately AOOP was not the only reason for this person's TDY.

4. The weekend of 21 - 23 October was full of nostalgia for [REDACTED] an instructor in SACTD. It was the reunion [REDACTED] of the "original" staff [REDACTED] where she served as a secretary in 1953. Approximately 200 people enjoyed the festivities. [REDACTED]

[REDACTED]